

CA Study Team Lessons Learned  
From A-76 Repository/Spares/Inventory Management Services Study  
Naval Air Warfare Center, Training Systems Division, Orlando, FL

**INTRODUCTION**

In accordance with CNO direction, Naval Air Warfare Center Training Systems Division (NAWCTSD) conducted a Commercial Activity study of its Repository, Spares, and Inventory Management Services (RSIMS) function located in the Logistics Competency. The results of the study and subsequent competition were publicly announced on 2 May 2002. The tentative decision was to retain the function in-house. Because no appeals were received on the study, the final decision on 3 June 2002 reaffirmed the in-house MEO as the successful offeror.

In compliance with OPNAVINST 4860.7C, the following lessons learned are forwarded:

**PWS Development Phase**

- a. PWS. Management, in the respective areas that are under study, should review the PWS for inaccuracies.
- b. STUDY TEAM COMPOSITION. The study team members should possess the corporate knowledge required to write a meaningful PWS or management plan. The consultant's role is to provide the team with knowledge regarding the CA process and the appropriate formats to be followed.
- c. STUDY TEAM COMPOSITION. Management for the areas under study, and management of all areas that will contribute employees to the CA team, must afford CA Study activities the utmost priority. The government must provide sufficient resources from all areas (i.e. SME's, HRO, Contracts, Legal) to support the study team. Although not all team members need to be assigned to the study full time, the study must be viewed as a priority task.
- d. STUDY TEAM COMPOSITION. All personnel assigned to the team must have the authority to make decisions in respect to the PWS/MEO. A team composed of responsible individuals with the authority to make decisions will result in an efficient team.
- e. COMMUNICATIONS. Early and continuous communication between teams regarding any changes (I.E. PWS, solicitation, etc.) or concerns is crucial to the whole process.

**Management Plan Development Phase**

- f. SCHEDULE. A team approach should be utilized when formulating the milestones associated with the study. Dates should be reasonable and realistic. The importance of meeting the dates needs to be stressed and understood by all members of the team.

### **Solicitation and Source Selection Phase**

g. MARKET RESEARCH. Market research is normally performed early in the solicitation process. Usually, there is a large gap of time between the performance of the market research and the posting of the RFP (or draft RFP). This delay in time may cause prospective offerors responding to the market research to lose interest. A second market research should be performed in the time period just prior to the PWS or draft RFP release.

h. MEO. The MEO team should consider the entire RFP, especially Sections B, L, and M, when preparing the MEO (TPP, IHCE, etc.). The MEO team should avoid sole concentration on the PWS. The Contracting Officer should discuss the requirements of the RFP with the MEO team for clarification purposes.

i. EVALUATION. Individuals selected for evaluation teams should have prior experience in source selection. The Contracting Officer should provide clear and concise guidelines to the evaluation team members on the methods used for conducting the evaluations.

j. EVALUATION. The evaluation team should be deeply involved in all aspects of SSP/PEP development, including development of evaluation forms. The forms are crucial in the evaluation and subsequent report writing phase.